
New Hampshire Division of Personnel Bureau of Education and Training

Lean Process Improvement Techniques Yellow, Green and Black Belt Programs

MISSION STATEMENT	2
MISSION	2
GUIDING PRINCIPLES	2
NEW HAMPSHIRE CERTIFIED PUBLIC MANAGEMENT PROGRAM.....	3
VISION, MISSION AND GOALS	3
PROFESSIONAL AND ACADEMIC RECOGNITION	4
EARN COLLEGE CREDIT	4
LEAN PROCESS IMPROVEMENT	5
LEAN BRIEFING FOR MANAGERS.....	5
LEAN YELLOW BELT: INTRODUCTION TO LEAN PROCESS IMPROVEMENT TECHNIQUES	5
LEAN ON-SITE YELLOW BELT PROGRAM	5
LEAN GREEN BELT: FACILITATOR SKILLS, CHANGE MANAGEMENT, AND PRACTICUM.....	5
LEAN BLACK BELT	6
FAQ'S FOR BET CATALOG	7
DIRECTIONS TO TRAINING.....	8
BET TRAINING CENTER: 130 PEMBROKE ROAD CONCORD	8
REGISTRATION POLICY	8
REGISTRATION FORM	9

Mission Statement

State of New Hampshire
Division of Personnel
Bureau of Education and Training

Mission



The mission of the Division of Personnel, Bureau of Education and Training, is to provide quality education, training, and resource services to enhance the skills, knowledge, and abilities of government employees who provide services to the citizens of New Hampshire.

Guiding Principles

To meet our mission, the Bureau is committed to continuous improvement through the following principles:

- Providing quality training using skilled and knowledgeable trainers, facilitators, and teachers.
- Providing a variety of training opportunities and techniques to accommodate the individual needs of adult learners.
- Providing training resources and consulting services to government agencies.
- Providing training pursuant to RSA 21-I: 42.

Staff

Ginger Lever, Ed.D. Professor
Kate McGovern, MPA, Ph.D., Professor
Dennis Martino, M.Ed. Associate Professor
Frank Nugent, MPA, Associate Professor
Robin Hoyt, Human Resources Technician Robin.Hoyt@nh.gov or 271-1434
K Eaton-Bruce, Human Resources Assistant
Karen.Eaton-Bruce@nh.gov or 271-3261

New Hampshire Certified Public Management Program

Level I Public Supervisor Program

Level II Public Manager Program

The goal of the NH Certified Public Management Program is to standardize and professionalize public management. The program includes training that measures and develops participants' public management competencies. The New Hampshire Division of Personnel, Bureau of Education and Training, is the administrator of the NH Certified Public Management Program which consists of two levels: Level I, Certified Public Supervisor; and Level II, Certified Public Manager.

The program offers competency-based training to identify the key skills one needs to be an effective leader, measures the skills of program participants, and creates learning and training opportunities to strengthen and develop those skills identified as important for effective leadership.

By successfully completing Level I, participants earn a *Certificate of Public Supervisor*. The program is available to entry-level supervisors and individuals planning to enter a supervisory position; it is mandatory for anyone who seeks to graduate from Level II. The Level I program takes one year to complete.

By successfully completing the Level II Public Manager Program, participants earn a *Certificate of Public Manager*. The Level II program is available to entry-level managers and individuals planning to enter a managerial position. The Level II program takes two years to complete (this includes Level I).

Both designations are viewed as professional, rather than academic, credentials. The program involves intensive study, practice, and application.

Vision, Mission and Goals

Vision	Visionary Leaders demonstrating excellence in Public Service
Mission	<p>Advancing the profession of public management through training and experiences that emphasize:</p> <ul style="list-style-type: none">• The State of New Hampshire and American Academy of Certified; Public Managers code of ethics;• The value of respectful communication;• Critical thinking and effective problem solving;• Continuing professional development;• Networking in the public sector;• Adherence to the standards established by the National Certified Public Manager Consortium.
Goals	<p>To provide participants with the training and development needed to enhance management skills and increase knowledge of public administration;</p> <p>To network, share problem solving techniques, disseminate information, and share resources;</p> <p>To increase the number of qualified candidates for administrative positions;</p> <p>To prepare managers to actively pursue ongoing professional growth and development for themselves and others.</p>

Professional and Academic Recognition

The NH Division of Personnel, Bureau of Education and Training's program is recognized by the National Certified Public Manager Consortium as a fully accredited member.

Participants earn supervisory or managerial credit which can be applied toward specific job requirements for employment with the State of New Hampshire as follows:

- One year of supervisory credit for successful completion of the Level I – Certified Public Supervisor (CPS) Program.
- One year of managerial credit for successful completion of the Level II – Certified Public Manager (CPM) Program.

Earn College Credit

The Bureau of Education & Training (BET) works in partnership with colleges and universities to provide academic credit to graduates of the CPM program (Level I and/or Level II).

College or University	Undergraduate Credit	Graduate Credit
University of NH	NA	6 credits toward a Master's in Public Administration for CPM graduates
Franklin Pierce University	NA	3 credits toward an MBA for CPS graduates and 9 credits toward an MBA for CPM graduates
New England College	NA	8 credits in four different Masters Programs for CPS graduates. 12 credits in those same programs for CPM graduates
New England College of Business	3 credits toward a Bachelor's Degree for CPS; and additional 6 credits for completion of CPM	
Springfield College, School of Human Services (Manchester NH and St. Johnsbury VT campuses)	8 credits towards a Bachelor's degree for CPS graduates. 17 credits for CPM graduates.	
Granite State College	7 credits towards a Bachelor's degree for CPS graduates	
New Hampshire Technical Institute (NHTI)	10 credits towards an Associate's degree for CPS/CPM	

***Applications for the CPS and CPM programs may be found at
<http://das.nh.gov/hr/trdev.html>***

Lean Process Improvement

Lean Briefing for Managers

Duration: 1 ½ Hours

Date: November 12, 2015

Time: 9:00 - 10:30

Cost: No Cost

Facility: BET Training Center

Instructor: Kate McGovern, Ph.D.

An overview of Lean continuous process improvement techniques, designed for managers and supervisors who are interested in Lean improvement initiatives in their agency. Following an introduction to the Lean philosophy and methodology, participants will learn about their role as a potential sponsor of Lean events. We'll discuss the opportunities for enrolling employees in a Lean training session or scheduling a Lean project in one's workplace. Who should attend: Managers and supervisors

Lean Yellow Belt: Introduction to Lean Process Improvement Techniques

Duration: 3 days

Dates:

September 21, 22, & 28, 2015

October 30, November 2 & 6, 2015

January 25, 26 & 29, 2016

Time: 9:00 - 4:00

Cost: \$225.00

Facility: BET Training Center

This program features a hands-on introduction to the philosophy and methodology of Lean process improvement. Participants apply the techniques to an actual work process and construct an implementation plan to enact the improvements. Agencies are encouraged to enroll groups of four to seven members who share a common work process. Participants should consult with BET staff in advance about the process selected and with the manager who will sponsor the project. Those registering without a work group will join a team from another agency for the hands-on portion of the program.

Lean on-site Yellow Belt program

Cost: \$1,800*

BET staff can present the Yellow Belt program on-site for an organization. Schedule with Kate McGovern, 271-1429, mary.mcgovern@nh.gov

*\$2,000 for locations outside of the Concord area; \$2,600 for more than two teams outside of Concord.

Lean Green Belt: Facilitator Skills, Change Management, and Practicum

Duration: 3 days

Dates: October 20, 27 & 29, 2015

Time: 9:00 - 4:00

Cost: \$250

Facility: BET Training Center

Learn how to guide a group through the Lean process, and techniques to deal with a range of challenges when initiating organizational change and managing implementation plans. A practicum is also required for Green Belt certification, following the three days of classes. Pre-requisite: Lean Yellow Belt

Lean Black Belt

Duration: 7 days (some full; some partial)

Dates: Next session **starting in January 2016**

Cost: \$500

Facility: BET Training Center

Earning the Lean Black Belt (the highest level of Lean certification offered by the New Hampshire Bureau of Education & Training) recognizes your understanding of all aspects of Lean transformation across an entire government system. It represents your career progression to a point of influence and authority over assets, processes and people.

You'll study and learn Lean from an operational and strategic viewpoint within these key modules as identified in the Shingo Model.

- Cultural Enablers-People
- Continuous Process Improvements-Process
- Enterprise Alignment-System
- Customer/Stakeholder Focused Results-Data

Pre-requisite: Lean Green Belt

FAQ's for BET Catalog

Class Confirmations

If you are registered for a class, BET will email a notice with pertinent information to you approximately one week prior to the class date. If you are unable to attend a class after you have registered, please contact BET at 271-3261 or 271-1429.

If there is no space in a class upon receiving your registration form or a class is cancelled due to low enrollment, BET will notify you to discuss other options.

Casual Attire

While BET does permit casual attire for full day classes, please be aware of your own agency's dress code and relevant rules.

Timeframe for Classes

BET classes are scheduled from 9am to 4pm unless otherwise noted.

Housekeeping Items

Trainers will discuss various "housekeeping" items at the beginning of each class. This includes location of restrooms, break and lunch periods, overall schedule for the day, etc.

Inclement Weather

BET classes will be cancelled if the public schools in Concord are closed. If there is a 2hour delay for the Concord schools, BET classes normally scheduled for 9:00am will begin at 10:00am. If you are commuting from an area where travel conditions are unsafe, please do not put yourself at risk to attend class. Contact BET to make up the class at another time. Cancellation of class does not mean you are released/excused from work that day. Be sure to follow your employer's policy regarding absence from work due to travel concerns. For example, state employees may use annual time under Article 10.9 of the CBA in the event of inclement weather.

Materials for Class

Depending on the class, materials will be provided at the time of class/training or you will be emailed information and materials to be downloaded in preparation for class/training. Please read the notice you receive from BET to determine what you need to do. It is a good practice to bring a notebook or notepad and writing pens and hi-lighters to class.

Directions to Class Site

Directions to class sites are usually indicated in the notice of class to the participants. The BET catalog also has directions to the usual class locations.

Special Instructions

If there are any special instructions for your class that information is usually included in the class notice or in the class description. Please be sure to check both.

Computer Classes are listed in a separate catalog <http://das.nh.gov/hr/trdev.html>

Seating in the computer classes is limited. BET recommends registering for computer classes as far as in advance as possible. *Please do not show up for class unless you have received notice from BET regarding the class.*

Directions to Training

BET Training Center: 130 Pembroke Road Concord

From **I-93 coming north**, take **exit 14**. At the bottom of the ramp, turn right toward Loudon Road. Go over the bridge and past the Everett Arena. Proceed to the set of lights at the top of the hill. Go straight through the lights and take your first **right** onto Blodgett Road (turn is just **after** Colebrook Savings Bank and just **before** Wendy's Restaurant), which becomes Pembroke Road as soon as you go around the corner. Follow Pembroke Road past the Concord Christian Academy (formerly Centennial Senior Center) and take the first right onto Chenell Drive. The training center is the first building on the left. We are located on the 2nd floor.

From **I-93 going south**, take **exit 14**. At the bottom of the ramp, turn left toward Loudon Road. Go straight over the bridge and past the Everett Arena. Proceed to the set of lights... (see directions above).

From **Route 4** take **Route 106 South** past the Steeplegate Mall. At the first set of lights, turn right onto Pembroke Road and follow about ½ mile. Turn left onto Chenell Drive.

Note: Some BET classes will be held at 64 **South** St. Concord, and various other locations. Directions will be provided to class participants.

Registration Policy

- Bureau of Education & Training classes are for all state, county, and municipal employees. Registration is on a first-come, first-served basis.
- To apply, please complete each section of a Bureau of Education and Training registration form and obtain required signatures. For courses with fees, follow the REGISTRATION SCHEDULE on the next page.

If your department is paying for you to attend a course, it is important that a copy of your registration form be forwarded to your payroll officer to ensure that payment is made.

- BET limits class sizes to ensure participants have the best possible learning experience. Therefore, we may not be able to accept everyone who applies for a class. Applicants who are not admitted to a class are placed on a waiting list and given preference for the same class at a later date.
- Training sessions must have a minimum number of participants. In the event that less than the minimum are enrolled, the session will be canceled and anyone registered will be notified either in writing or by phone.
- Applicants will be notified of enrollment status approximately 7 days prior to the start of the course. If you have not heard from BET by that time, please call 271-1434.
- Being admitted to a class means BET is holding a place for you. If you find that you cannot attend, please let BET know as soon as possible.
- BET wishes to provide equal training opportunities to all participants. This includes providing equal access to training facilities. Please let us know, in advance, if you require any special needs so that appropriate accommodations can be made.
- It is your responsibility to follow your agency or organization's registration policy

NOTE: Your agency may have additional registration procedures. Please check with your supervisor for more information regarding registering for programs.

REGISTRATION FORM



Directions for State agencies:

- Please do not process payment until an invoice has been received
- Once invoice received process payment on an intra-governmental payment voucher (PV) using the following information: NH First Vendor Code #177875; location is B003.
- The invoice number must be included on the invoice field when processing payment through NH First.
- Please include the participant's name and class name **or** code under invoice description.

Directions for municipalities, counties, school districts and employees paying for their own courses: Attach a check made payable to Treasurer, State of NH to the registration form and forward to: Bureau of Education and Training, 28 Capitol St., Concord, NH 03301. *Payment must accompany registration form.*

Bureau of Education and Training Registration Form

Register by mail, fax or email

By mail: NH Division of Personnel
28 School Street, Concord, NH 03301

By fax: (603) 271-1422

By email: karen.eaton-bruce@nh.gov

Course Title: _____

Course Date(s): _____ Cost: _____

Name: _____ Work Phone #: _____

(Please print name as it should appear on Certificate of Completion)

Department/Organization: _____ Division: _____

Work Address: _____

Email Address: _____

Name of Supervisor: _____

Have you met the prerequisite(s) for this course, if any? Yes ☐ No ☐ N/A ☐

FOR COMPUTER COURSES ONLY: Will you bring your own laptop with Microsoft 2010 to computer training? Yes ☐ No ☐

If you have a disability and need accommodations to participate in this training, please contact *Call K Eaton-Bruce at 271-3261* or email karen.eaton-bruce@nh.gov To ensure that your needs are met, please notify K at least 7 days before the scheduled event.

PLEASE NOTE: *It is your responsibility to attend all class sessions or notify BET of a replacement. For courses longer than one day, the person enrolled in the first session must attend all class sessions; classes cannot be split between individuals. Call K Eaton-Bruce at 271-3261 at least five working days prior to the start of your course to notify BET of any change.*

EMPLOYEE SIGNATURE: _____ **DATE:** _____

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